

TECHNICAL QUOTATION

RFQ No. 74204
Professional/Technical Support
Raven Rock Mountain Complex – Site R

Prepared for:

Gov. Works/Department of the Interior
Procurement Operations Branch, MS 2510
381 Elden Street
Herndon, Virginia 20170

Submitted by:

Aarcher, Inc. (GS-10F-0451M)
7040 Bembe Beach Rd, Ste 100
Annapolis, Maryland 21403
aarcherinc.com
(410) 280-8545 phone
(410) 280-6043 fax

In conjunction with

John J. McMullen and Associates
4300 King Street
Alexandria, Virginia 22302

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AARCHER TECHNICAL QUOTATION

RFQ No. 74204 Professional/Technical Support for Raven Rock Mountain Complex – Site R

Offeror: Archer, Inc. [Archer Contract Administrator: Craig Schwartz, 410.280.8545]

GSA Schedule Contract Number: GS-10F-0451M

Tax identification number (TIN): 52-2062782

Dun & Bradstreet Number (DUNS): 008184819

Archer, Inc., is a GSA schedule holder and small business founded in 1997 to provide Federal facilities with environmental assessment, planning, and management support. Archer is headquartered in Annapolis, Maryland, with regional offices in Pittsburgh, Denver, and Dallas.

Archer provides environmental assessment, management, and planning services to Federal and private clients nationwide. Focusing on these interrelated service areas allows us to remain free from conflicting corporate interests, such as remediation, engineering design, and construction.

Archer has completed hundreds of environmental compliance assessments, NEPA analysis and documentation efforts, cultural resource assessment and consultations, EMS development, pollution prevention opportunity assessments and plans, hazardous materials and hazardous waste management plans for Federal facilities nationwide, including many military installations. We have supported HSMS implementation at Fort Belvoir, Fort Myers, Fort Meade, Fort A.P. Hill, and Fort Lewis.

Our staff of environmental scientists, engineers, regulatory compliance specialists, and natural and cultural resource specialists, architectural historians, hazardous materials managers, environmental managers, and NEPA experts work together as a multidisciplinary team, performing site assessments, conducting qualitative and quantitative data analyses, assessing potential environmental effects, preparing practical environmental management strategies.

We have teamed with **John J. McMullen Associates**, Inc., (JJMA), a GSA schedule holder, which specializes in implementing HSMS for military facilities. JJMA has implemented HSMS at

over 80 Army, Navy, Marine Corps, and Coast Guard sites and has previous experience implementing HSMS at Site R (DIS Supply), as part of the Fort Detrick HSMS program. Aarcher and JJMA have worked together previously, due to our related and complementary areas of expertise. Aarcher has supported JJMA's HSMS implementation efforts at numerous military installations and looks forward to this opportunity to continue working with this firm.

1.0 UNDERSTANDING OF REQUIREMENTS

Aarcher's President and each of its Regional Managers have been providing environmental management and compliance assistance to the Army facilities for more than 12 years. In that time, we have provided all of the technical support services required by Site R:

- Performed Environmental Compliance Assessment System (ECAS) assessment for approximately 25 Army and National Guard installations throughout the country and continue to support the ECAS program.
- Conducted 22 pollution prevention opportunity studies of industrial processes at Army facilities and prepared a comprehensive, 200-page pollution prevention plan for an active ARMY FORSCOM installation.
- Prepared categorical exclusion analysis and NEPA documentations for hundreds of proposed actions, including several for the Army, and was recently selected by EPA Office of Federal Activity to provide NEPA technical support to EPA facilities nationwide
- Developed environmental management systems (EMSs) for several organizations and supported EMS development and implementation at several Federal facilities
- Conduct cultural resources surveys of historic structures in approximately six states and coordinated more than 500 proposed activities with SHPOs in approximately 20 states
- Assisted in HMMP/HSMS implementation at many Army and Navy installations, including Fort Meade, Fort Myers, Fort Belvoir, Walter Reed Army Medical Center, Fort Lewis, and Fort A.P. Hill
- Developed hazardous waste guidance for Federal facilities in approximately 14 states, and performed hundreds of evaluations of waste management operation compliance with Federal, state, and DA regulations

We understand the need for a multidisciplinary approach to the overlapping and continually evolving environmental requirements faced by Army activities, including Site R. To maintain our

ability to support such operations, Aarcher recruits, cross-trains, and develops a wide range of staff disciplines. We constantly work to retain our role as expert, objective advisors. Aarcher's sole focus on assessment, management, and planning allows us to maintain our expertise in these overlapping areas, without the potentially conflicting interests and corporate distractions of unrelated operations, such as engineering design, construction, remediation, or spill response.

We understand that Site R environmental management is no longer directly supported by Fort Detrick, and that limited staffing requires the support of a firm capable of providing leadership, guidance, and professional services in a variety of technical areas. The scope of services for this contract is more closely aligned with Aarcher's core capabilities than any we have ever seen.

We understand and support the Army's shift from command-and-control compliance, conservation, pollution prevention, and restoration (the "pillars") to implementation of EMSs. The traditional elements of environmental management will remain a significant part of environmental management, but will be guided by EMSs. Knowledge of these traditional areas, combined with an understanding of EMS, is necessary to develop systems that are practical and lead to continual improvement in environmental performance.

The Raven Rock Mountain Complex (RRMC) is located in southern Adams County, Pennsylvania, which is readily accessible to our staff from both Annapolis, MD and Pittsburgh, PA.

Because environmental assessment, management, and planning support services are all that we do, we work hard at remaining current on emerging requirements and alerting our clients to those changes. Our staff conducts teleconferences approximately twice each month to discuss new developments in regulations or policy; all staff members receive a weekly email newsletter describing all changes from the previous week and providing links to full-text analysis of all changes; all staff members have current, searchable regulations in electronic form; and our ongoing compliance assistance work with the Army National Guard required that we stay abreast of Army policy and regulatory changes.

We routinely prepare white papers and regulatory alert papers for our clients, to alert them to recent or anticipated changes, and to help them understand how the changes will affect their

operations. For example, Aarcher serves as an environmental regulatory clearinghouse for the all Bureau of Land Management (BLM) facilities and is responsible for tracking progress for more than 2,000 compliance deficiencies for the Bureau nationwide. Each year, Aarcher analyzes this compliance data to prepare facility and Bureau environmental performance annual reports. These processes and capabilities will be quickly adapted to provide Site R with all required support in preparation of Environmental Program Requirements (EPR) reports, and for preparing for EQCC meetings.

The remainder of this proposal, including our technical and management approach, past performance, and resumes demonstrate our understanding of the project requirements.

2.0 TECHNICAL APPROACH

The Aarcher Team is capable of providing all required services identified in the Scope of Work using existing staff. We will manage the project on a task order basis, selecting the staff most qualified to complete each task order. Our proposed Program Manager, Craig Schwartz, will have primary responsibility for all work products and will be the primary point of contact for Site R.

To provide Site R with the expertise needed to implement the Hazardous Substances Management System (HSMS) and a Hazardous Materials Management Plan (HMMP), we have teamed with JJMA, which has supported a variety of clients, including the U.S. Army at Fort Detrick, and Site R, in a broad range of material management and advisory capacities. Since 1990, JJMA has been helping customers comply with federal, state, local, and international ES&H requirements. JJMA has the experience necessary to effectively organize, track, manage, and control your hazardous materials. JJMA provides HSMS from its Alexandria and Newport News, VA, offices. JJMA has implemented HSMS at over 70 Navy, Army, and Coast Guard sites and is the recognized leader in providing full HSMS implementation service.

JJMA's key personnel have an extensive, real world working knowledge of the Army's Hazardous Material Management Program (HMMP) and the Hazardous Substance Management System (HSMS). JJMA's HMMP/HSMS team also consists of computer analysts to address the technical aspects of HSMS, i.e., LAN, Oracle, etc., environmental scientists, and

logistics analysts that have implemented centralized hazardous material business practices and HSMS at over 80 Army, Navy, and Coast Guard installations.

The following sections describe the technical approach proposed to complete each task described in the Scope of Work.

2.1 EMS Development and Support

The Aarcher Team will assist Site R in implementing an EMS in accordance with Army guidelines and International Organization for Standardization standard 14001. Two of our Key Personnel (Section 5.1), Craig Schwartz and John Kowalski, are trained in ISO 14001 EMS development and implementation. In addition, John Kowalski is an RAB certified Environmental Provisional Auditor and will soon become a Lead Auditor. Both Craig and John are Certified Hazardous Materials Managers (CHMM)(Masters Level) and active participants in the Academy of Certified Hazardous Materials Managers (ACHMM).

The flexibility inherent in ISO 14001 provides the opportunity to develop a system without unnecessary cost or disruption to Site R operations. Our staff prepares management systems with an eye toward streamlined implementation.

Aarcher proposes to complete the EMS implementation through the following subtasks, which include the five components of an EMS identified in the Scope of Work and a training element:

1: Develop Installation Environmental Policy. The Aarcher Team will work with installation managers to develop an installation-wide EMS policy to be signed by the Commander. The Project Manager will participate in onsite meetings, interview appropriate Site R personnel, and perform onsite data collection. We will deliver a draft environmental policy to Army personnel for review and comment. Comments will be integrated into the formal environmental policy document.

2: Collect Planning Data. The Aarcher Team will input detailed data collected the Environmental Department into an automated ISO 14001-based EMS task management system.

3: Facilitate Installation Evaluation. The Aarcher Team will assist Site R to prepare an installation self-assessment, emphasizing existing environmental management, and process strengths. This subtask will include an EMS gap analysis and a report on environmental strengths and gaps and a plan to fill noted gaps. Army comments on the draft report will be incorporated into a final report. The Aarcher Team will develop a prioritized list of environmental aspects and focus areas based on the findings of the installation self-assessment.

4: Create EMS Implementation Plan. We will develop a written EMS Implementation Plan to fulfill Army and Executive Order requirements. The plan will define dates for action and identify resources and organizational responsibilities. The plan will be tailored to the needs of Site R. Both a draft and final EMS Implementation Plan will be developed.

5: Conduct EMS Training. The Aarcher Team will lead EMS awareness training for Site R personnel. We will provide all necessary training materials and assist Site R personnel to conduct the training sessions. The Project Manager will make arrangements based on the training schedule developed by Site R. As our offices are within a two-hour drive of Site R, we are flexible to respond to last-minute schedule changes.

6: Perform Management Review. The Aarcher Team will assist Site R with the first internal management review of the installation EMS, and prepare final documentation for the EMS.

EMSs are management systems and require participation and leadership by Site R Administration. The Aarcher Team will work to achieve this support by involving all departments in development of the EMS, and through ongoing education and outreach efforts.

The Aarcher Team excels at working with facilities to meet regulatory requirements and establish EMSs in challenging situations. The Aarcher Team anticipates that the Site R's EMS will present specific challenges, including the following:

- Changing hazardous materials and hazardous waste management systems
- Limited EH&S staffing
- Integration of EMS procedures and policies in light of Site R mission requirements

The Aarcher Team is prepared to meet these challenges and does not anticipate any serious problem in developing or implementing an EMS for Site R.

2.2 National Environmental Policy Act (NEPA) Support

The Aarcher Team is capable of providing all aspects of NEPA documentation, including Environmental Assessments (EAs), Finding of No Significant Impact (FONSI)/Notice of Intent (NOI), Environmental Impact Studies (EISs), and Environmental Baseline Surveys (EBSs).

The Project Manager has access to biologists, environmental engineers, cultural resources specialists, hydrologists, and wetland scientists, which provides the multidisciplinary expertise necessary to complete analysis and documentation required. Our in-house capabilities ensure that NEPA documents are complete and accurate, preventing unnecessary project delays.

Our staff has a wide range of NEPA experience, including large-scale EISs, EAs for sites from one half acre to DOD sites more than 300 acres, and analysis of categorical exclusion (CATEX) applicability for more than 500 proposed actions. The Aarcher Team is currently performing all aspects of NEPA technical support under an IDIQ contract with the Environmental Protection Agency, Office of Federal Activities. In addition, we have completed NEPA documentation for the Bureau of Prisons; U.S. Department of Army, Consequence Management Program Integration Office; Army and Air Force Exchange Service (AAFES), Department of Defense; and private corporations.

We routinely perform site assessments and field studies to provide supporting data necessary for environmental impact analysis and sound environmental management. The Aarcher Team's experience with NEPA provides a solid foundation for understanding the roles of Federal agencies, state governments, local regulators, and non-government organizations (NGOs) in maintaining compliance with NEPA and related regulations. We maintain comprehensive knowledge of NEPA and the established regulatory guidelines requiring all Federal agencies to take into account environmental consequences when making decisions that could be considered "major Federal actions."

The following Technical Approach for conducting Environmental Assessments was developed based on our experience providing NEPA documentation, and is presented as five subtasks:

1: Document Existing Conditions. Under the Project Manager's direction, we will collect all background data and conduct field surveys on existing environmental conditions, when necessary, to support the NEPA analysis. Where Site R personnel or a third party contractor has compiled existing environmental condition data, we will analyze the data for significant gaps and quality control.

2: Develop Alternatives. The Aarcher Team will support and guide Site R in development of alternative actions, including the No Action Alternative, Preferred Alternative (e.g., Proposed Action), and other reasonable alternatives. Generally, the Aarcher Team's participation in the development of alternatives can be conducted via conference calls. If necessary to accommodate Site R personnel, the Project Manager will attend a meeting at Site R.

3: Conduct Scientific Evaluation. As necessary to support Site R's EAs, The Aarcher Team's environmental scientists and engineers will provide the qualitative and quantitative analysis. The Aarcher Team will evaluate the potential for significant impacts to the existing conditions and assess the cumulative impacts of proposed alternatives.

4: Draft Reports. The Aarcher Team will provide Site R with a draft report in Word or Word Perfect format, and will incorporate comments and revisions from Site R into a final draft. Based on the Draft EA, Site R will decide whether a FONSI is appropriate for the project. If appropriate, The Aarcher Team will prepare the FONSI documentation to accompany the Environmental Assessment.

A typical EA report includes the following sections:

Proposed Project and Funding Status - To include adequate project description, project purpose and need.

Existing Environment Description - To include description of the existing environment and major environmental media such as air, water, aquatic environments, wetland areas, and other environmentally sensitive areas that are likely to be impacted by the proposed action.

Need for Proposed Project - To include a brief history of existing infrastructure, and how the proposed project will correct deficiencies and meet the project need. To include description of the future environment without the project.

Analysis of Alternatives - All alternatives to the proposed action shall be described.

Environmental Consequences and Mitigative Measures - To include evaluating environmental consequences of the proposed action, minimizing the adverse effects of the proposed action, and mitigation measures that are technically feasible.

5: Public Participation. The Aarcher Team will communicate with Interested Parties as required by NEPA, and will attend any public meetings or hearings held by Site R. In addition, we will coordinate all public information outreach and coordination with state/federal agencies. State/Federal Agency coordination typically entails obtaining any

permits or permissions (e.g., Section 404 Permit, Endangered Species Act Section 7 reviews) via written formal correspondence.

Because the amount of time allotted for Interested Party review is set by NEPA regulations, the most common challenge in NEPA analysis is maintaining a set project schedule. Proposed Actions generally cannot proceed without first being reviewed under NEPA, and therefore, setting a realistic project schedule and keeping Site R personnel apprised of project status is critical. Our Project Managers work to keep projects on-schedule while maintaining a reasonable budget.

2.3 Cultural Resources Support

The Aarcher Team will assist Site R in complying with requirements of the National Historic Preservation Act (NHPA), specifically the maintenance of documentation in compliance with the programmatic agreement with the State of Pennsylvania, and Army Regulation 200-4. Because the Pennsylvania SHPO (also called the Pennsylvania Historical and Museum Commission) requires preservation work to be led by a “Qualified Professional,” the Aarcher Team’s Architectural Historian will lead all historic preservation and documentation.

The Aarcher Team is capable of providing cultural resources preservation, which can include property inventories (HABS/HAER documentation), National Register nominations, archeological investigations, Native American resources protection, and historic landscapes. All cultural resources work will be conducted in accordance with National Park Service Standards, SHPO guidelines, and Army Regulations.

Our Qualified Professional (Sherri Marsh) has managed intensive-level architectural surveys and NHPA compliance projects for clients that included U.S. Army, Navy, Coast Guard and Corps of Engineers; departments of transportation in Maryland, Delaware, Pennsylvania; and a variety of private sector land development firms. In addition, our cultural resources specialists (e.g., Julia Custer) have completed projects ranging from multi-reservation inventories of Native American properties, determinations of eligibility for public schools (under programmatic agreement), neighborhood surveys of traditional cultural properties, and determinations of effect for construction projects.

Aarcher Team may be required to complete the following compliance documentation on behalf of Site R:

Historic Property Inventory and Nomination. The National Historic Preservation Act of 1966 affords certain protection to structures older than 50 years and requires that new construction, renovations, or demolitions consider the impact to these cultural resources. The Aarcher Team will determine whether unlisted standing structures or archeological sites are eligible for listing on the State or National Register. Our cultural resources specialists will prepare all supporting documentation, which includes a State Inventory Form, National Register Nomination Form, and Historic Properties Report. The Aarcher Team will construct site histories, photograph and document the resources, and complete the required SHPO forms.

Section 106 Consultation. The Aarcher Team will conduct formal consultation with the State Historic Preservation Officer under Section 106 of the NHPA. Site R was determined to be eligible for listing on the National Register of Historic Places on January 29, 2001. As specified in the Scope of Work, the Aarcher Team will continue to document and preserve the historical record in accordance with the Programmatic Agreement.

Historic Property Inventories and Consultation require considerable coordination with the SHPO. However, the Programmatic Agreement being developed between the SHPO and Site R will streamline this coordination. The Programmatic Agreement will establish a plan for identifying, evaluating, and mitigating impacts to historic resources at Site R.

2.4 Pollution Prevention Support

The Aarcher Team has conducted pollution prevention opportunity assessments (PPOA) and prepared comprehensive pollution prevention (P2) plans for Federal and military installations, including developing the P2 plan for the award-winning P2 program at Fort Carson, Colorado. As part of its P2 support, Aarcher has performed building energy audits for Federal facilities, to identify opportunities to reduce energy usage.

For Site R, The Aarcher Team will prepare a P2 plan in accordance with Army Environmental Policy (AR 200-1) and the Pollution Prevention Act of 1990 (42 U.S.C. 13101-13109) that identifies opportunities for reducing the volume and toxicity of hazardous materials and wastes at Site R, and for reducing resource and energy consumption.

1:Pollution Prevention Opportunities. The Aarcher Team will identify opportunities for reducing the volume of hazardous materials used and waste disposal through source reduction, recycling, or treatment. PPOAs will be conducted for the most significant waste-generating or resource-demanding processes, based on waste generation, electrical or fuel usage, or water consumption.

2: Pollution Prevention Planning. The Aarcher team will prepare and implementation plan to incorporate all pollution prevention alternatives found to be economically feasible and technically practicable. In addition, the implementation plan will outline the installation's overall commitment and planned approach to pollution prevention, and describe how each pollution prevention alternative will be managed.

Identifying P2 opportunities and implementing P2 measures requires an understanding of initiatives that have proven effective at other installations. Our team participates in numerous professional societies, attends numerous P2 conference and workshops, monitors published P2 analyses and success stories from DOD facilities (e.g., AFCEE), and shares its hands-on experiences among staff.

Establishing a P2 baseline is necessary to demonstrate progress and set reasonable P2 goals. This effort requires careful analysis of available data, which must be normalized to account for fluctuating operations. For example, the quantity of solid waste generated in a given year may fluctuate with staffing levels. To compare such generation to a baseline, the data must be adjusted to account for staffing level. Aarcher has successfully applied this technique to Army installation data, including air emissions, hazardous waste generation, wastewater generation, electricity usage, solid waste generation, and water consumption.

2.5 Hazardous Materials Management Program

Based on conversations with Site R personnel and past experience implementing HSMS at Army facilities, the Aarcher Team has determined that implementation of HSMS at Site R is best achieved by using a modified Army approach. This task is divided into the following subtasks:

1: HMPP Concept Development. As a starting point, we will conduct a site survey to identify current business practices, processes that use hazardous material or generate hazardous waste, types of hazardous materials currently on hand and used, and current command direction. The Aarcher Team will develop a centralized HMPP concept that defines Site R's material management and control plan, responsibilities, standard business practices and procedures, program metrics and how the HSMS will support the program. The HMPP Plan will provide a framework for developing and sustaining an EMS at Site R. The concept will also be the basis for standard operating procedures applicable to both HMPP and HSMS.

2: HMPP Plan. Upon Command review and approval of the concept, the Aarcher Team will prepare a plan document with actions and milestones. We envision establishment of a prime hazardous material control point located outside of the secure area and a secondary control point within the secure area that can operate autonomously, as required. Centralized policy and procedures will apply to both control points.

3: HSMS Implementation. The Aarcher Team will implement HSMS in support of the Site R HMPP. HSMS will be used to record authorizations, processes, materials, work centers and locations, personnel, training and equipment. HSMS will be used to control and track hazardous material acquisition, receipts, issues, usage, and inventories. HSMS will validate all hazardous material transactions against established criteria and provide information to support EPCRA and command reporting and program metrics requirements.

The Aarcher Team intends to use the current Fort Detrick HSMS database to capture reference, hazardous material, and waste information applicable to Site R. We will then research remaining Material Data Safety Sheets (MSDS) information and include it in the

initial database. The Aarcher Team will create HSMS material master records by combining available material and MSDS information. Data conventions will be jointly developed by the command and the Aarcher Team, and will be consistent with published Army guidance (if applicable). Rather than physically inventory all material at Site R, we will develop procedures that capture all new material being procured and the existing material, which is not in HSMS, will eventually be eliminated through attrition

4: Training. The Aarcher Team will also provide HSMS Functional User Training as part of this implementation process. Training will include formal HMMP/HSMS functional training to hazardous material managers and handlers; and a single HMMP/HSMS orientation to command units and activities that will be supported by and be included in the RRMCM HMMP.

2.6 Hazardous Waste Management Support

Aarcher conducts RCRA/DOD/DA compliance evaluations for Army and National Guard facilities nationwide, under the ECAS program. Aarcher staff maintain a comprehensive understanding all all elements of Federal and state regulations relating to hazardous waste accumulation, management, transportation, and disposal requirements, including coordination with DRMO facilities. Aarcher staff members in its Pittsburgh office have more than 10 years working with Pennsylvania regulatory agencies.

The Aarcher Team will implement Site R's existing hazardous waste management plan. This implementation will be integrated with the EMS, P2 plan, and HMMP.

3.0 PROJECT MANAGEMENT PLAN

Avoiding and Responding to Problems. The Aarcher team's experience is that the best response to problems is implementing simple but effective systems to make sure that problems are identified early, senior managers take immediate and appropriate actions to limit the impact of the problem, and if a problem does occur, notify appropriate clients and have a corrective action plan ready to explain and implement after discussions with appropriate client staff.

The most common problems in task order work similar to that discussed in the SOW are: 1) controlling costs and meeting schedules; and 2) meeting the technical expectations of clients and responding to changing circumstances that result in work details that are different from those originally envisioned. Our approaches to addressing each are outlined below.

We rely on three key elements in our financial management and cost control system to control costs and meet schedules: (1) experienced Project Managers with a proven track record of financial performance on similar assignments to develop, implement, and track each work order SOW, (2) a cost tracking system at Aarcher and our subcontractors that supports monthly task progress reports for Project Managers; and (3) regular conference calls with subcontractors to discuss progress and job status on their projects to ensure that task ceilings are not exceeded, that schedules are met, and that any required scope changes are documented immediately.

Aarcher has never incurred cost overruns and has completed many tasks similar to each of the tasks required by the scope of services. Our Project Managers will use the same proven management techniques—focused on biweekly review of cost data and adjustments based on the data—to control costs on the proposed project. Monthly job cost reports in the hands of experienced managers allow for early identification and correction of problems. Most of these corrections are minor; managers make them internally after reviewing the cost reports. In cases where scope changes will require notification and approval of Site R (e.g., a need to modify a task order budget or schedule based on changing requirements), immediate notification through e-mail will provide initial estimates with biweekly reports providing the ability to track changes in scope and avoid or minimize potential budget problems. Routine conference calls with subcontractors will provide Aarcher with similar quick information exchange about subcontractor costs. Craig Schwartz, the Program Manager, and appropriate Project Managers will participate in each call to ensure they are fully aware of all financial matters and can take immediate action when problems are identified and can develop a course of action to minimize cost impacts.

Aarcher uses two fundamental tools to ensure adherence to schedules: tools for planning the work and tools for monitoring the work. Aarcher has had excellent results with both our Federal Government and private clients to date in schedule planning because our Project Managers work together with their client counterparts to establish realistic milestones for task deliverables. These are incorporated into task order work plans and discussed with task order staff when cost estimates are prepared for each new task order. Project Managers use several scheduling tools

to monitor work progress on a daily basis. Project Managers will provide internal notice to Aarcher when tasks have expended 50 percent of the budget and to Aarcher and the Site R when tasks are 75 percent expended. In addition, Aarcher requires all consulting staff to notify their supervisors immediately of any events that would cause delays in meeting schedules. During the course of a typical task, Project Managers change schedules to make adjustments to account for work slippage. These include having staff work more hours each day or assigning additional staff to recover lost time.

Contract Support Systems to Ensure Timely, On-Budget Work. Aarcher's job cost accounting system allows Aarcher to assign subordinate tracking categories for all task orders, including specific phases and tasks. Aarcher has used this multi-tiered task order tracking system for five years, and it has proven effective for tracking labor and other costs for any portion of any task order. Timesheets are filled out by all personnel daily and entered into the system semi-monthly. The system has the flexibility to allow for labor categories for level of effort reporting (employees, consultants, and subcontractors), allows a labor category to be assigned to each employee, and tracks negotiated labor rates for each labor category. All vendor invoices and staff related travel are entered into the system and linked to specific task orders or task order phases. Accounts Payable transactions, like all transactions, flow into the General Ledger. Financial and job cost reports can be generated at any time using Aarcher's standard report formats. The system is effective for collecting and reporting project costs. It has the ability to track direct costs and properly allocate indirect costs to contracts at the task level. Contract budgets and costs can be reported at either the summary or task level. The budgeting function tracks budgeted amounts against actual amounts incurred for the current period, fiscal year to date, and total contract worth. These job cost reports are printed and distributed to project managers on a semi-monthly basis.

Quality Management Plan. Since inception, Aarcher has placed a top priority on quality products and services for our customers. Our success over the past years is directly attributable to our focus on quality services and products; the large number of repeat customers is a testament to our internal quality processes. The growth of our firm requires a formal plan for ensuring quality products and services. While we emphasize our quality ethic, we also have developed a formal Quality Assurance Program to document our approach to managing quality in every aspect of our business. We have adopted a formal QA Program signed in 2001, the contents of which are replicated in this section.

Aarcher QA Policy. Each employee at Aarcher is committed to providing our clients with the highest quality services and products. To this end, the CEO of Aarcher has issued a quality assurance policy statement (underlined below), which commits Aarcher to implement a formal Quality Assurance Program (QAP). This program will assure, among other things, the generation of measurement data of quality to meet or exceed Statement of Work (SOW) and individual task order requirements. Quality is the foundation for management of our business and a key to our goal of customer satisfaction. It is, therefore, the policy of Aarcher to provide products and services that consistently meet or exceed our customers' expectations. To this end, all projects shall be planned with the highest regard for quality and conducted under the purview of this Quality Assurance Program; with defined quality goals and objectives, specified quality-related activities, and assigned responsibilities for ensuring that the activities are conducted and that the objectives are met. Quality objectives are the specified needs, requirements, or guidelines for the client, the project, the applicable industry codes and standards, and the basic corporate and professional standards established in this QAP. Employee input is encouraged at all levels of our activities to improve and ensure the quality of our services and products.

Quality is defined as conformance to requirements and applies to all products and services, as well as to internal processes and support functions. Quality is a major strategic thrust at Aarcher, as it is at the heart of everything we do. Through active planning in every function of our company, we strive to provide products and services that meet quality, schedule, and cost objectives. Furthermore, we dedicate ourselves to improving the quality of our products and services by focusing upon our processes and procedures. *Every employee is a part of our quality system.* Each of us strives to understand and satisfy quality expectations of our customers; to identify and eliminate the sources of error and waste in our processes and procedures; and to aid the quality planning and improvement efforts of others for the good of the corporation.

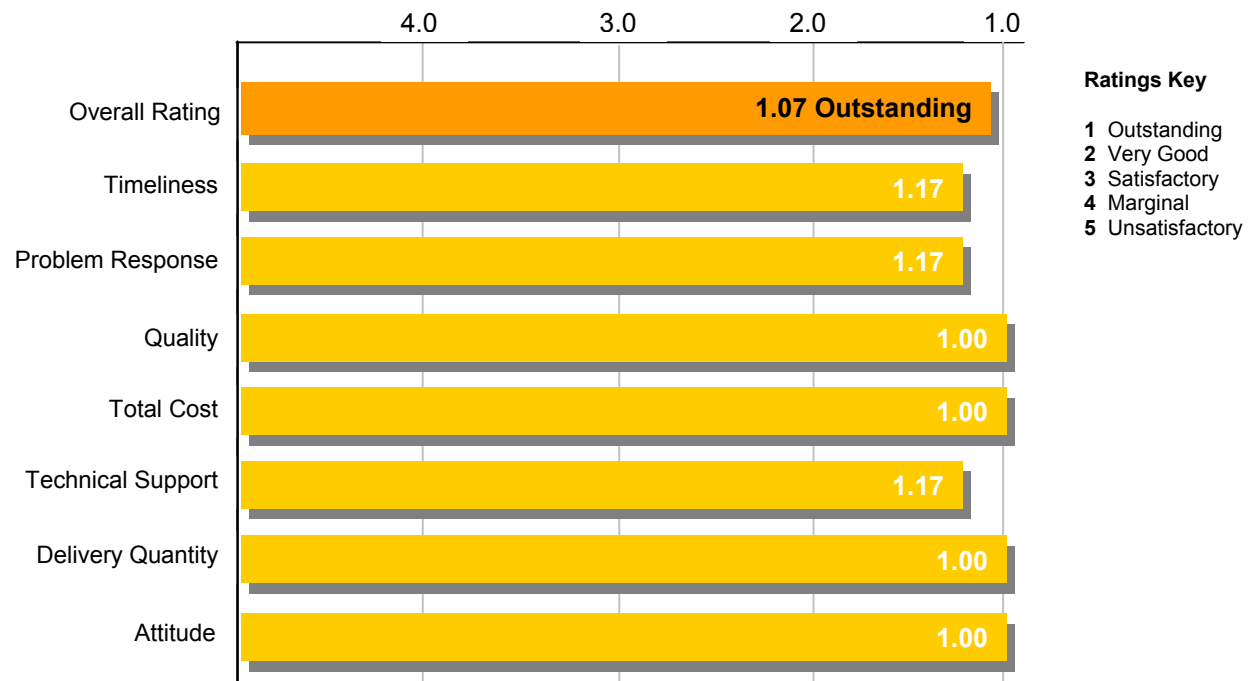
Aarcher management is committed to the policies and objectives as set forth in this section. Management will review the contents of this plan and supporting quality documents on an annual basis, or more frequently as needed, to ensure that policies and goals contained in this program meet the changing needs of the company. It is the intent of management that all Aarcher personnel be aware of these goals and incorporate their principles into daily activities.

4.0 PAST PERFORMANCE/WORK EXPERIENCE

In a recent Dun & Bradstreet PPE, Aarcher scored above industry averages in all categories and received an overall score of 1.07, with 5.0 equaling “below expectations” and 1.0 equaling “exceeds all expectations.” Dun & Bradstreet contacted all of Aarcher’s clients from its three regional offices to compile this data.

Every Aarcher team member takes pride in our client satisfaction record. In 1999, Aarcher received a PPE score of 1.11, demonstrating outstanding scores in every category. Two years later, Aarcher performed at an even higher level, at the top of the environmental and safety consulting field.

Dun & Bradstreet Past Performance Evaluation



Aarcher has successfully demonstrated technical expertise for all services identified in the Scope of Work. For the U.S. Department of the Army, Aarcher has supported HSMS implementation (see Project #1, below); NEPA Environmental Assessments (Consequence

Management Program Integration Office); Pollution Prevention Plans (Fort Carson, CO); and Environmental Compliance Assessments (U.S. Army and National Guard, multiple locations).

In addition, Aarcher has provided Scope of Work services for the Bureau of Land Management (Hazardous Waste Compliance); Bureau of Prisons (NEPA); Public Health Service (Cultural Resources Surveys); Wicomico County Board of Education (Cultural Resources Surveys); and private clients throughout the Mid-Atlantic Region and nationwide.

Project #1: HSMS Implementation at Fort Detrick (including Site R DIS Supply)

Client / Agency: US Army Corps of Engineers, Baltimore District Baltimore, Maryland

Contract Number: GS-10F-0044K, Delivery Order DACW31-00-F-0059

Period of Performance: 11/2000- 12/2000 *Value:* \$195,408.51

Technical Contact: Ron Leodore, Environmental and Natural Resources Division (301) 691-1331

Contracting Contact: Larry Eastman, USACE, Baltimore District (410) 962-3208

Key Personnel who have worked on this contract: Pete Mentis and David Lewis

[Craig Schwartz has worked on HSMS Implementation projects at approximately six other Army installations in Maryland, Virginia, and DC]

JJMA has implemented HSMS at over 80 Army, Navy, Marine Corps, and Coast Guard sites. One of those implementations was at Fort Detrick and included the Site R, DIS Supply. USACE, Baltimore District, tasked JJMA with providing initial functional planning support.

JJMA began working with the installation in July of 1998 to assist Ft. Detrick in developing an Initial Operational Capability (IOC) concept and an HSMS Committee. JJMA was then tasked to conduct the functional implementation. The Implementation Plan was updated and draft standard operations procedure documents were provided to Fort Detrick as a guide to implementing HSMS.

Project #2: U.S. Army Corps of Engineers, Fort Carson, Pollution Prevention Support

Client / Agency: U.S. Army Corps of Engineers, Omaha District, on behalf of Fort Carson, CO

Contract Number: *Period of Performance:* 10/1999 - 07/2003 *Value:* \$34,000

Technical Contact: Richard Pilatzke, Fort Carson, (719) 526-1730

Contracting Contact: Steve Rowe, U.S. Army Corps of Engineers, 402- 221-3896

Key Personnel who have worked on this contract: Craig Schwartz and Julia Custer

Aarcher performed 22 pollution prevention opportunity assessments (PPOAs) for Fort Carson and prepared their approximately 200-page Pollution Prevention Plan in support of their award-winning pollution prevention program. Fort Carson is an Active Forces Command Operation with 36 motor pools, an industrial WWTP, a sanitary WWTP, artillery rebuild shop, and a very large cantonment area. In addition, Aarcher conducted an analysis of pollution prevention initiatives, payback period, and HM/HW minimization progress, in support of additional award evaluation submittals.

Project #3: National Guard Bureau, Regulatory Compliance Audits

Client / Agency: National Guard Bureau

Contract Number: N/A *Period of Performance:* 1992 - present *Value:* \$108,000

Technical Contact: Tom Carlson, Amec Earth and Environmental, (303) 742-5333

Contracting Contact: Lisa Crider, Amec Earth and Environmental, (858) 458-9044

Key Personnel who have worked on this contract: Craig Schwartz, Julia Custer, and John Kowalski

Aarcher personnel have supported the Army National Guard Environmental Compliance Assessment System (ECAS) program as a subcontractor since 1992. ECAS assessments include document reviews, interviews with key personnel, and inspection of facilities operations under 18 regulatory areas, including compliance with SDWA, NEPA, RCRA, and CWA. This assessment approach has proven results in identifying noncompliance, reducing liability, and promoting positive environmental and safety practices. Aarcher's lead assessors have led hundreds of ECAS assessments for Army and National Guard facilities in more than 25 states.

Project #4: Bureau of Prisons, Environmental Assessment and Cultural Resources Survey

Client / Agency: Bureau of Prisons, Federal Correctional Institution – Englewood, CO

Contract Number: J1COC-002 *Period of Performance:* 10/1999 - 07/2003 *Value:* \$42,000

Technical Contact: Valerie McDonald, BOP, (202) 514-8848

Contracting Contact: Ray Bowman, HydroGeoLogic, (703) 478-5186

Key Personnel who have worked on this contract: Craig Schwartz, Julia Custer, Sherri Marsh

NEPA: As part of a settlement agreement to a lawsuit brought by groups opposed to lethal control of prairie dogs at FCI Englewood, Aarcher performed a biological survey of the site, provided technical review of a new wildlife management plan, and developed an EA examining the proposed prairie dog management plan and certain alternatives, as ordered by the court. Aarcher prepared this EA to provide sufficient evidence and analysis to determine whether implementation of the prairie dog management plan would result in significant effects on the environment.

Cultural Resources: During the NEPA, Aarcher discovered the FCI complex was older than 50 years. In consultation with the Colorado SHPO, it was determined that an architectural inventory of the entire complex was necessary to meet the regulatory requirements of NEPA and NHPA. Aarcher conducted an inventory of all standing structures at FCI Englewood, Colorado, to determine eligibility for listing on the State Register. Information and photographs collected during the survey was then used to complete an Inventory Form detailing the 28 FCI structures and evaluating their historic significance.

Project #5: Environmental Protection Agency, IDIQ NEPA Technical Support

Client / Agency: Environmental Protection Agency, Office of Federal Activities

Contract Number: J1COC-002 *Period of Performance:* 03/2003 – 03/2008 *Value:* \$3.4 M

Technical Contact: Andy Mozynski, OFA Project Officer, (202) 564-7154

Contracting Contact: Andy Mozynski, OFA Project Officer, (202) 564-7154

Key Personnel who have worked on this contract: Craig Schwartz, Julia Custer, John Kowalski, Sherri Marsh

Aarcher is currently performing under a five-year IDIQ contract to provide Headquarters-level National Environmental Policy Act (NEPA) technical services support to the Environmental

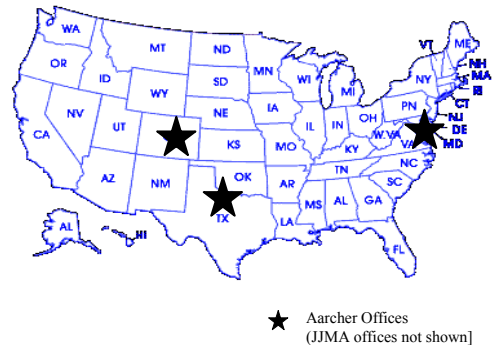
Protection Agency (EPA). In addition to Environmental Assessments and Environmental Impacts Statements, Aarcher is contracted to perform any of the following functions, as related to NEPA:

- Preparation of assessments and studies
- Field surveys/investigations and assessments for wetlands and floodplain determinations, and archeological, cultural, and historical resource determinations
- Evaluation of documents (e.g., EAs, EISs, environmental studies and assessments, environmental audits, permit applications, environmental management plans)
- Development of program and project planning and implementation documents
- Preparation of statistical analyses and evaluations
- Technical transfer activities related to environmental issues in foreign countries
- Development of training materials and facilitation of training courses and modules
- Preparations for and summaries of technical meetings and conferences, and public hearing and public information meetings
- Data organization, analyses, and preparation of technical and informational reports
- Preparation of statistical analyses and simulation models such as for groundwater and surface water flow regimes
- Project file searches, document organization, copying and summary preparation

Aarcher conducts all tasks under a strict Quality Assurance Program (“Quality Management Plan”), and the Office of Federal Activities Contracting Officer continuously reviews Aarcher’s performance under this contract.

5.0 STAFFING PLAN

The Aarcher Team comprises environmental scientists, engineers, compliance specialists, and cultural resources specialists located in **6 offices within 2 hours of Site R**. Aarcher continues to grow rapidly and has never lost a key staff member, thereby ensuring that all Aarcher past performance represents current capabilities.



The Aarcher Team will manage the project by task, selecting the staff most qualified to complete each task order. Whenever appropriate, we will use integrated project teams from Aarcher and our subcontractor to execute task orders, relying on cross-team expertise whenever necessary.

Our proposed Program Manager, Craig Schwartz, will have complete authority to manage the contract and will oversee with his key staff, all activities under it. Mr. Schwartz will serve as the primary point of contact for the U.S. Army and Site R. He will communicate directly, through telephone, facsimile, e-mail, and in person whenever needed, with appropriate Site R contract and technical staff as a task order is completed and as it is issued. Mr. Schwartz will be primarily responsible for day-to-day technical oversight and operations of the various tasks, and will also review the status of task order execution—including progress, adherence to budget and schedule requirements, and early detection and correction of potential problems—with the Project Managers, and review all deliverables. John Kowalski will be responsible for Quality Assurance under this contract.

Denny McCord will serve as the Project Manager for JJMA, and will lead the HSMS and HMMP tasks. Mr. Schwartz and Mr. McCord have known each other for 7 years and have worked together on several Army HSMS implementation efforts.

The Aarcher Team's key personnel (Section 5.1) have the demonstrated management and technical expertise required to meet and exceed the needs the U.S. Army has outlined in the SOW. Each key person also brings a successful record of commitment to customer satisfaction. Our key personnel are based in offices located across the United States, allowing us to have the opportunity to access directly EPA Regions as well as Headquarters. The educational and experience qualifications of our key personnel are summarized in Section 5.1. More detailed information is presented in individual resumes provided in Section 6.0.

Experience. Our key personnel have extensive experience in all components of the SOW tasks. As their resumes demonstrate, these individuals are accomplished in NEPA and related requirements; international training, technical assistance, environmental compliance, and environmental impact assessments; information management and analyses (including statistical analyses); and public and community involvement.

Role as Contributors or Preparers of Technical Approach. Many of the key personnel proposed in the following section worked together to prepare this technical approach including Craig Schwartz (overall lead), Julia Custer (input on sections), Denny McCord (input on sections), and John Kowalski (reviewer). As a result, our key personnel understand the requirements of the contract and the needs of Site R.

Senior Staff Expertise. As part of each resume, we note the staff person's area of expertise. Mr. Schwartz and the JJMA subcontractor lead will be responsible for coordinating requests for specialized experience and providing the staff for projects.

Personnel Availability. Aarcher staff assigned to this project are performing under a variety of Federal and private contracts, and can not be dedicate to full-time, on-site work at Site R. They are available, however, for on-site work as needed, including periodic extended stays to accomplish specific tasks. Current and anticipated workloads can readily be organized to provide approximately 80% availability for most Aarcher staff (key and non-key). Aarcher's President and proposed Program Manager has corporate responsibilities and is managing one other contract with limited activity – he is available to dedicate approximately 50% of his time to this contract.

Aarcher's non-key staff, supplemented by JJMA's large business staff, is available, accessible, and fully prepared to support any element of this work. We can draw from a team of 18 qualified Aarcher staff members, plus approximately 15 JJMA technical staff members, allowing our team to surge as necessary to meet schedules and deadlines.

5.1 Key Personnel

Craig J. Schwartz, CHMM, REP, is the President of Aarcher, Inc., and a senior environmental scientist with 12 years experience providing Federal and private clients with a variety of environmental management support, including facility environmental management, compliance auditing, pollution prevention, wastewater discharge permitting, storm water pollution prevention planning, hazardous materials/hazardous waste management, wetland delineation and permitting, and NEPA analysis and report preparation. Mr. Schwartz is trained in ISO 14001 Environmental Management System implementation. He has supported HSMS implementation at Army installations in

Maryland and throughout the east coast, managed pollution prevention opportunity assessments at Fort Carson, CO; conducted environmental compliance audits at numerous Army and Army National Guard installations; and provided hazardous waste management services to private companies within Maryland. He is a member of the Academy of Certified Hazardous Materials Managers (ACHMM) and the International Association of Impact Assessors (IAIA).

John Kowalski, CHMM, is a senior environmental, health and safety (EH&S) professional with more than 20 years experience in facility management, regulatory analysis and compliance, and chemical analysis. In the private industry, Mr. Kowalski analyzed health and environmental threats posed by hazardous chemicals; formulated corporate policy positions regarding new chemicals; managed the development, implementation, and administration of division-wide Toxic Substances Control Act (TSCA) compliance programs; and verified data necessary to maintain a database containing information on approximately 7,000 chemical raw materials. In addition, Mr. Kowalski is trained in ISO 14001 Environmental Management System implementation. He is a member of the Academy of Certified Hazardous Materials Managers (ACHMM) and the president of the Three Rivers Chapter of ACHMM.

Julia Custer is an environmental protection specialist who performs technical and regulatory services related to National Environmental Policy Act (NEPA) compliance, environmental impact evaluations, natural resources site assessments, and cultural resource surveys. Ms. Custer is involved in all of Aarcher's NEPA and cultural resources projects, and is Aarcher's Cultural Resources Manager. She is a member of the International Association of Impact Assessors (IAIA).

Bonnie Wisniewski, CHMM, is an environmental compliance and management specialist with 15 years experience providing Federal and private clients with a variety of environmental management support, including facility environmental management, compliance auditing, and CERCLA liability analysis. She has conducted environmental compliance audits at numerous Army and Army National Guard installations; and currently performs environmental compliance assessments and training programs for approximately 16 Federal facilities each year.

Shannon Alvis, CHMM, is an environmental and safety compliance specialist with four years experience providing Federal and private clients with a variety of environmental management support, including compliance auditing, compliance assistance support, regulatory analysis, white paper developing, and annual reporting.

Kay Vollmayer is an environmental and safety compliance specialist experienced providing Federal and private clients with compliance auditing, compliance assistance support, regulatory analysis, and facility contingency planning support.

Sherri Marsh is an Architectural Historian meeting the *Secretary of Interiors Standards for Archeology and Historic Preservation (36 CFR Part 61)*. Ms. Marsh has more than ten years experience in the fields of historic preservation, architectural history, and cultural resource management. Professional projects include county, town, and thematic architectural surveys; National Register and National Historic Landmark evaluations and nominations; historic structures reports; HABS/HAER documentation (levels I, II, and III); and preservation plans.

Peter Mentis (JJMA) is currently supporting the Army Environmental Center in the development of an Army-wide HMMP and its transition to the new Installation Management Agency (IMA). Additionally, Mr. Mentis has been involved in the development of HSMS since the mid-1990s.

David Lewis (JJMA) is very knowledgeable of HSMS and has done extensive work in the areas of Crystal Report development for HSMS, developing and interface between installation's HSMS database and their Geographic Information System (GIS), and developing and internet link between HSMS and satellite work stations.

6.0 KEY PERSONNEL RESUMES

The following pages provide full resumes of each of our Key Personnel.

**CRAIG J. SCHWARTZ
AARCHER, INC.**

Title: President, Environmental Engineer

Education: 1990/B.S./Land Management
Current/M.S. Studies/Environmental Science and Engineering

Years Experience: 11

Mr. Schwartz is an environmental scientist with 11 years experience providing Federal and private clients with a variety of environmental management support, including facility environmental management, compliance auditing, pollution prevention, wastewater discharge permitting, storm water pollution prevention planning, hazardous materials/hazardous waste management, wetland delineation and permitting, and NEPA analysis and report preparation. Mr. Schwartz is trained in ISO 14001 Environmental Management System implementation.

Basis for Team Selection:

- ✓ Program Manager experienced in managing both large Federal contracts and contracts on military installations
- ✓ Previous experience as a Project Manager for HSMS implementation efforts at military installations, including the Walter Reed Army Medical Center, Fort Meade, MD; U.S. Naval Academy; Fort Belvoir, VA; Fort A.P. Hill, VA; Camp Blanding (ARNG), FL; Fort Meyers, VA; and New London Submarine Base, CT
- ✓ Expertise in pollution prevention opportunity assessments and planning at military facilities, including Fort Carson, Colorado

SAMPLE EXPERIENCE:

National Environmental Policy Act Compliance and Documentation

Supported preparation of an Environmental Assessment to provide sufficient evidence and analysis to determine whether implementation of a prairie dog management plan at the Federal Correctional Institution (FCI) at Englewood, Colorado would result in significant effects on the environment, thereby requiring preparation of an Environmental Impact Statement. Coordinated preparation of the EA, FONSI, and public comments with the Bureau and Interested Parties.

Prepared intensive National Environmental Policy Act (NEPA) documentation for a large-scale industrial steel manufacturing plant. The documentation provided the Emergency Steel Loan Guarantee Board with sufficient information to comply with the requirements of NEPA and the Board's environmental regulations (13 CFR 400.206). Support included a description of proposed projects and their potential environmental effects, alternatives to the proposed action, a summary of anticipated environmental effects associated with the proposed projects, and conclusions regarding the significance of environmental effects of the proposed action.

Performed biological survey and environmental assessment for proposed construction at the Englewood Federal Correctional Institute in Littleton, Colorado. The project incorporated requirements from a lawsuit brought against the FCI by local community action groups who sued to protect the black-tailed prairie dog (*Cynomys ludovicianus*). Conducted extensive coordination with U.S. Fish and Wildlife Service, Colorado Department of Natural Resources, Bureau of Prisons, and non-government organizations. Responsible for community relations outreach, government agency approval, observance of lawsuit conditions, and compliance with all applicable environmental regulations.

Project Manager for a NEPA Environmental Assessment for construction of a proposed counter-terrorism training facility in an abandoned highway tunnel in West Virginia. Prepared a comprehensive environmental assessment, including all necessary data collection, field assessment, coordination and integration with interested parties, impact analysis, and documentation. Coordinated extensively with over 20 Federal and State government agencies, private action groups, and community associations interested in reviewing and commenting on the proposed project.

Natural Resources

Project Manager for a project that assessed baseline conditions of wetlands at a Superfund site in New York to establish a means of monitoring effects of site operations. This assessment was performed in response to Environmental Protection Agency concerns that extraction wells cause significant groundwater table drawdown, resulting in damage to the extensive wetlands at the site. In addition to delineating wetland boundaries and correcting delineations performed by previous contractors, identified suitable biological indicators (plant species and communities) expected to react to changes in site hydrology. Archer surveyed and mapped the locations of plant specimens to provide a basis for annual monitoring.

Project Manager for preparation of a Critical Area Report for a capital improvement project in Anne Arundel County, Maryland. Performed all site work, identified necessary modifications to design plans, and worked with design engineers to ensure that final plans met all environmental regulations. Additional requirements included preparation of a Forest Stand Delineation, and mitigation of adverse effects on water quality, fish, and plant and animal habitat. The report was submitted to the Critical Area Commission for review and approval.

Assessed environmental impacts of three alternative alignments of a new waterline near Frederick, Maryland, and provide guidance on mitigating environmental effects. This environmental alternatives analysis was used as one criterion in determining the most appropriate alignment. Archer compared impacts to wetlands, historic sites, floodplains, steep slopes, hydric soils, waterways, and other resources. To obtain information regarding historic sites in the area, Archer's cultural resources specialists researched known and potential historic sites at the State Historic Preservation Office (SHPO), the Maryland Historic Trust. Archer identified numerous historic sites in the area, including homesteads and historic highway markers listed on the National Register of Historic Places.

Environmental Compliance Assistance

Team Leader for Environmental Compliance Assessment System (ECAS) multimedia environmental compliance assessments of more than 170 Federal industrial facilities at military installations in 23 states. Assessments included performing document reviews, interviewing key personnel, and inspecting facilities operations under 18 regulatory areas, including compliance with SDWA, NEPA, RCRA, and CWA. Performed extensive regulatory research relating to numerous findings of compliance deficiencies. Prepared comprehensive reports for each assessed installation, detailing recommended corrective actions for up to 400 compliance deficiencies and associated costs for each required corrective action.

Emergency Planning and Community Right-to-Know Act (EPCRA)

Analyzed cumulative Department of Energy (DOE) Toxic Release Inventory (TRI) data, using the USEPA Waste Minimization Prioritization Tool, and identified pollution prevention opportunities across the DOE complex, based on substance quantity, toxicity, bioaccumulation potential, and persistence. Compiled Form R data from all DOE facilities and developed the annual DOE EPCRA Report to Congress (years 1996 and 1997)

Hazardous Substance Management System (HSMS)

Project Manager for HSMS implementation efforts at military installations, including the Walter Reed Army Medical Center, Fort Meade, MD; U.S. Naval Academy; Fort Belvoir, VA; Fort A.P. Hill, VA; Camp Blanding (ARNG), FL; Fort Meyers, VA; and New London Submarine Base, CT. HSMS is a DoD-owned software system developed to provide

cradle-to-grave tracking of hazardous substances on military installations. Identified appropriate HSMS processes, developed environmental release algorithms, and worked with facility waste managers to streamline the use of the HSMS waste management module.

CERCLA Potentially Responsible Party (PRP) Searches and Site History Investigations

Project Manager for a PRP investigation of the Kings Mills Ordnance Plant, a formerly used defense site (FUDS) in Ohio. Responsibilities included site assessments, National Archives research, interviews with former site workers, title searches, and aerial photography interpretation. Led the preparation of deliverable reports, including a comprehensive 75-year site history and important findings relating to sources of contamination. Presented findings of investigation to the U.S. Army Corps of Engineers at two technical review meetings.

Pollution Prevention

Led pollution prevention opportunity assessments (PPOAs) of 22 military facilities at Fort Carson, Colorado, and developed detailed guidance on implementation of recommended procedural changes, and generalized cost-benefit analysis of opportunities requiring capital investment. The plan, complete with approximately 60 process flow diagrams, was structured in a modular format (by facility), to allow for partial updates in the future and to facilitate implementation.

Project Manager for development of the Bureau of Land Management (BLM) facility compliance manual, which includes detailed guidance for managing environmental and safety programs throughout BLM facilities and for conducting multimedia environmental compliance audits. Performed assessments of BLM facilities in approximately 25 states to assess compliance with all Federal and state regulations.

Active Registration: 2002/Environmental Management Systems (EMS) Training
 1997/Certified Hazardous Material Manager (CHMM) / Master Level (#5931)
 1996/Wetland Delineator, Corps of Engineers - Baltimore (#WDGP93MD0810067A)
 1991/Commercial Pesticide Manager / MD Department of Agriculture (#1750-8901)
 2001/International Association of Impact Assessment

**JOHN KOWALSKI
AARCHER, INC.**

Title: Senior Environmental Health and Safety Specialist

Education: 2001/Post-Graduate Studies/Environmental Science and Management
1991/Graduate Certificate/ Paralegal Studies
1981/B.S./Chemistry

Years Experience: 21

John Kowalski is a senior environmental, health and safety (EH&S) professional with more than 20 years experience in facility management, regulatory analysis and compliance, and chemical analysis. He has worked in manufacturing, for a major trade association, and for an environmental consulting firm. Mr. Kowalski also has experience in quality control and document management.

Basis for Team Selection:

- ✓ Trained and experienced in ISO 14001 EMS development and implementation
- ✓ RAB certified Environmental Provisional Auditor with expertise in large industrial systems and chemical manufacturing
- ✓ Experienced in managing the hazardous material/hazardous waste systems for industrial facilities

SAMPLE EXPERIENCE:

Environmental Compliance and Facility Management

Responsible for all aspects of regulatory compliance for specialty chemical products used in metal fabrication and finishing operations. Provided technical support to customers and the public on matters related to product safety and environmental compliance.

Conducted hazard evaluations of specialty chemical products and for determining their regulatory status for a large manufacturing operation. Developed Material Safety Data Sheets and product label text for new materials, and provided information to both internal and external customers as needed to facilitate regulatory compliance.

Participated in environmental audits as a member of a multi-disciplinary team. Duties included protocol development, on-site assessment, and preparation of reports detailing compliance deficiencies, corrective action alternatives, and pollution prevention opportunities. Also responsible for document inventory control and database development.

Analyzed assigned health and environmental issues at a chemical manufacturing plant, including the formation of policy positions, the development of regulatory and legislative response documents, and the administrative support of assigned committees. Primary focus was on the Toxics Release Inventory (TRI) Program.

Hazardous Materials/Hazardous Waste Management

Responsible for the development, implementation, and administration of division-wide Toxic Substances Control Act (TSCA) compliance programs for a manufacturer of coatings and resins that was a leading submitter of pre-manufacture notices.

Responsible for the management of Hazard Communication Standard and TSCA compliance programs at an automotive coatings manufacturing plant. Also served as primary customer contact for all EH&S issues, as well as liaison to divisional staff.

Collected and verified data and for maintaining a chemical database containing information on approximately 7,000 raw materials. Also responsible for using that database to develop MSDSs for formulated finished goods.

Performed chemical analyses of raw materials, intermediates, and products at a polymer pilot plant. Analytical methods included gas chromatography (GC), infrared spectroscopy (IR), and wet chemistry.

Active Registration: 1994/Certified Hazardous Materials Manager (CHMM), Master Level
2001/Environmental Provisional Auditor (E-PA)

**JULIA CUSTER
AARCHER, INC.**

Title: Environmental Scientist

Education: 1999/B.S./ Conservation of Soil, Water, and the Environment
2003/Post-Graduate Studies/Architectural History

Years Experience: 5

Ms. Custer is an environmental protection specialist who performs technical and regulatory services related to National Environmental Policy Act (NEPA) compliance, environmental impact evaluations, biological surveys, and wetland delineation and planning services for public and private clients. She manages Federal and private projects, and routinely performs regulatory analysis, technical review, document preparation, and site assessments. Her strong background in soil chemistry; soil morphology, genesis, and classification; and natural resources conservation is a valuable component of Archer's multidiscipline project approach.

Basis for Team Selection:

- ✓ Wide range of NEPA analysis and documentation, natural and resources studies, and cultural resources evaluations
- ✓ Experience coordinating proposed projects with environmental and historic preservation agencies nationwide
- ✓ Expertise in soil science, wetland delineations, biological surveys, and natural resources conservation

SAMPLE EXPERIENCE:

National Environmental Policy Act Compliance and Documentation

As project manager, prepared a National Environmental Policy Act (NEPA) Environmental Assessment to provide sufficient evidence and analysis to determine whether implementation of a prairie dog management plan at the Federal Correctional Institution (FCI) at Englewood, Colorado would result in significant effects on the environment, thereby requiring preparation of an Environmental Impact Statement. Acquired information regarding existing conditions and environmental settings of the project location, and contacted various Federal, state, and local agencies to obtain necessary data (e.g., socioeconomic data, wetlands in the area, floodplain boundaries, air quality information, etc.). Developed and coordinated with a list of contacts at Federal agencies, State and local government agencies, Native American tribes, and non-government organizations interested in commenting on the proposed action and alternatives.

Provides support to the Environmental Protection Agency (EPA) under a headquarters-level IDIQ contract for NEPA Support Services. Responsibilities include Environmental Impact Document review, Environmental Assessments, and Environmental Impact Statements.

Prepared extensive NEPA documentation for a large-scale industrial steel manufacturing plant. The documentation provided the Emergency Steel Loan Guarantee Board with sufficient information to comply with the requirements of NEPA and the Board's environmental regulations (13 CFR 400.206). Support included a description of proposed projects and their potential environmental effects, alternatives to the proposed action, a summary of anticipated environmental effects associated with the proposed projects, and conclusions regarding the significance of environmental effects of the proposed action.

Project Scientist providing a wide range of environmental services for the Mid-Atlantic region of a large cellular telecommunications company. Completed hundreds of preliminary assessments, NEPA categorical exclusion analyses, environmental assessments, Phase Is, depredation permit applications, wetland delineations and permit applications, and endangered species/migratory bird consultations. Extensive coordination with government agencies, including the State Historic Preservation Office, U.S. Fish and Wildlife Service, Department of Natural Resources, and Federal Communication Commission, to conduct formal and informal consultations was required.

Natural Resources

Performed a biological survey for the endangered Gopher Tortoise and Indigo Snake at the Federal Correctional Institute in Jesup, Georgia. The survey included habitat assessment, field inspection, and use of a burrow viewing scope to identify and assess active and inactive burrows. Surveyed the five-acre site, and identified areas of potentially suitable habitat. Used a burrow viewing scope to view the inside of tortoise burrows and determine whether tortoises or snakes were present. This supported an environmental assessment prepared for the proposed expansion of the prison.

Perform a biological survey for a portion of the Englewood Federal Correctional Institute (FCI) in Littleton, Colorado. Surveyed the entire site and immediately adjacent land, with particular emphasis on areas of potentially suitable habitat for species of State or Federal concern. Assessed the site to identify suitable habitat for black-tailed prairie dogs and any recognized threatened and endangered species.

Delineated wetlands boundaries and performed a biological survey for a portion of the Federal Correctional Institute in Jesup, Georgia, under contract to HydroGeoLogic. Before performing the onsite assessment, reviewed available documentation of relevant site conditions to identify distinguishing topographical features, primary drainage patterns, and proximity to nearby waterways. Performed a comprehensive analysis of each area exhibiting potential wetland hydrology or a distinct plant community. Wetland indicator parameters (i.e., hydric soils, predominance of hydrophytic vegetation, wetland hydrology) were assessed within each of these areas, as necessary, to determine whether wetland criteria were met:

Delineated boundaries of wetlands and other Waters of the United States in areas immediately adjacent to two water lagoons at the Bowie Water Filtration Plant in Maryland and determined the potential for impact to these wetland areas from construction traffic and cross-lot runoff. Because two stream channels located on site constituted Waters of the United States under Clean Water Act jurisdiction, the delineation included 25-foot buffer required by Maryland law for all incised waterways, in compliance with the steep slope-grading ordinance.

Project Scientist for a preparation of a Chesapeake Bay Critical Area Report, involving comprehensive review of all proposed impacts within 1,000 feet of the Bay. Assessed impacts to critical areas by characterizing site vegetation, steep slopes, highly erodable soils, wetlands, habitat, and waterways, performing literature and record searches, and performed field research. Responsible for presenting all results in concise reports for review and approval by State and local regulatory authorities.

Quantified environmental effects of multiple alternatives associated with the interconnection of two water service areas in Frederick, Maryland. Analyzed published information and performed on-site analysis of existing natural conditions, including floodplains, wetlands, soils, threatened and endangered species, hazardous sites, USTs, well proximity, and socioeconomic data in order to recommend the most environmentally preferable alternative.

Cultural Resources

Project Manager for a Federal project to inventory approximately 30 historic buildings on Indian Reservations throughout Arizona, Nevada, Utah, and California. In conjunction with Archer's Architectural Historian, developed site histories for each building based on extensive research conducted at the National Archives, local preservation

offices, local libraries, federal facilities, personal interviews, and site reconnaissance. Conducted all fieldwork, which included photographing each building, thoroughly documenting architectural details, and determining the contextual relationship of the building to its environment. Using the determination of eligibility prepared by Aarcher Architectural Historian, prepared the inventory forms and a determination of eligibility report necessary for each state preservation office.

As Project Manager, supported Aarcher's Architectural Historian in preparing a Determination of Eligibility Report and Maryland Inventory of Historic Properties form for two elementary schools. Conducted on-site investigations, researched files at the Maryland Historic Trust, and determined historic and architectural context for the schools. When the two elementary schools were determined eligible for listing on the NRHP, consulted with the Maryland Historic Trust to determine appropriate mitigation for loss of the buildings and completed all required mitigation.

On behalf of a regional cellular provider, compiled information on methods for assessing impacts to Indian Religious Sites and other Native American resources, and developed a listing of tribes interested in commenting on proposed activities. This data collection and analysis effort provided the client with a procedure for improved consideration of potential impacts to Indian Religious Sites in West Virginia, Virginia, and Maryland.

Managed a historic resources inventory of historic buildings located on a 300-acre Bureau of Prisons facility in Colorado. Duties included coordination with the SHPO, field investigations, and preparation of final reports.

Environmental Compliance Assistance

Assessed environmental systems at a commercial printing operation; analyzed storage, use, and proper handling of hazardous materials and hazardous waste; evaluated employee safety; identified necessary permits and plans; and provided follow-up assistance for long-term solutions.

Conducted facility inspections of environmental systems at BLM facilities throughout Alaska. Facilities were assessed for compliance with the CAA, RCRA, FIFRA, SDWA, SARA, SPCC, Solid Waste, TSCA, and USTs. Prepared a compliance report that included all regulatory citations, detailed discussions of applicable requirements, and a series of recommended corrective actions.

On behalf of the Maryland Department of the Environment, performed industry-specific pollution prevention research and perform pollution prevention opportunity assessments for private industrial and commercial clients throughout the State, including analysis of information acquired during facility visits, development of protocols for conducting facility visits, and identification of opportunities for program promotion. Provided follow-up support to facilities inspected as well as to MDE on overall facility progress and specific pollution prevention opportunities to develop detailed case studies.

Performed approximately Phase One Environmental Site Assessments on behalf of several cellular providers, nationwide, including facility inspections, compilation of site operational histories, and review of regulatory agency facility databases. Determined the likelihood of Superfund enforcement actions for new sites. Assisted in providing recommendations to clients for performance of Phase II Environmental Site Assessment sampling and analyses.

Registration and Training:

2002/Managing Multiple Projects, Objectives, and Deadlines
2001/International Association of Impact Assessment
2001/Nutrient Management Consultant Certification (#1828)
2000/Certified Drinking Water Sampler (#0306-02023)
1999/Soil and Water Conservation Society
1999/Army Corps of Engineers Wetland Delineator, Environmental Concern
1999/Wetland Delineator Certification

**BONNIE WISNIEWSKI
AARCHER, INC.**

Title: Environmental, Health, and Safety Compliance Manager

Education: 1986/B.A. Environmental Science

Years Experience: 17

Ms. Wisniewski is a compliance and liability specialist with more than 15 years experience assisting Federal facilities, including military installations, in complying with environmental regulations. She maintains current expertise in environmental regulations and serves as Project Manager for multimedia environmental compliance assessments performed by Archer for Federal facilities each month. Ms. Wisniewski's background in CERCLA liability and EPCRA reporting for Federal facilities support these compliance efforts and provide additional specialized expertise.

Basis for Team Selection:

- ✓ Comprehensive knowledge of environmental regulations and experience conducting compliance audits of Army installations
- ✓ Experience analyzing changing regulations, developing white papers, and preparing annual environmental reports

SAMPLE EXPERIENCE:

Environmental Compliance and Facility Management

Manages the Bureau of Land Management (BLM) facility compliance assessment program and has conducted inspections at over 130 BLM facilities in ten states. Under the CASHE program, facilities are assessed as to their compliance with the CAA, RCRA, FIFRA, SDWA, SARA, SPCC, Solid Waste, TSCA, and USTs. Responsible for the accuracy of all regulatory analyses and the management of all assessment. Manages approximately two, five-day CASHE assessments each month, and each assessment concludes with delivery of a detailed draft compliance report. Compliance reports include all regulatory citations, detailed discussions of applicable requirements, and a series of recommended corrective actions.

Performed multi-media environmental compliance audits at over 150 Federal facilities, including active Army installations. The audits include state and local regulatory research, detailed report writing and follow up research, and facility follow-up. Conducted ECAS assessments at approximately 25 Army and Army National Guard posts in Iowa and Missouri. Participated in multi-media compliance assessments, focusing on air, water, solid waste, hazardous waste, noise, asbestos, radon, and hazardous materials management regulations.

As Project Manager, directly managed activities performed under contract to the U.S. Army Corps of Engineers, U.S. Environmental Protection Agency, Bureau of Land Management, and numerous private clients. Experienced in government procedures and regulations and has both managed and conducted work at Federal Facilities, including environmental regulation compliance assessments, Resource Conservation and Recovery Act corrective action, pollution prevention opportunity assessments, and liability and cost allocation determinations for the DOD, DOI, commercial clients, and law firms.

Provided technical assistance in conducting, preparing, and developing Emergency Planning and Community Right-to-Know reporting for Fort Carson, Colorado, under contract to the Corps of Engineers, Omaha District.

Site History Investigation

Managed and performed Potentially Responsible Parties (PRP) search investigations for both the EPA and DOD. The work included preparing and reviewing PRP document files; interviewing; compiling cost recovery packages; and performing record searches at Federal, state, and local government offices. Qualified in the generation, audit, and review of databases, protocols, and allocation of potential liability. Experienced with environmental enforcement and litigation support requirements related to the design and development of information management systems including Administrative Records under CERCLA; waste transactions databases; document inventories; and cost summaries.

Supervised and researched cases involving the collection of information and documentation to identify PRPs for contamination at hazardous waste sites at Formerly Used Defense Sites. Responsibilities included analyzing and collecting Federal, state, and county documents; interviewing public and private parties; analyzing and organizing title documents; preparing detailed property title reports, determining the corporate status, corporate history, and financial assets of identified responsible parties; and continued contact with clients, including the USACE and the EPA. Each case involved the writing and quality control of a detailed report to present the client with the information and documentation compiled.

Managed and conducted litigation support activities under an EPA's Contract Evidence Audit Team contract. Managed litigation support activities including project setup, records collection, database design and development, quality assurance, client communications, and completion of work products. Developed audit procedures and coordinated all aspects of EPA's PRP Search Report Audit Program. Audits were conducted on contractor-performed PRP search reports, and criteria included ensuring that determinations of liability were complete, accurate, and documented.

Active Registration: Society of American Military Engineers
Council on America's Military Past
Environmental Assessment Association

Training: Phase I Site Assessment Training, May 1996
Environmental Compliance Assessment Training, August 1993
Storm Water Pollution Prevention Plan Training, August 1993
Pollution Prevention Plan Training, May 1995
Occupational Health & Safety Administration 40-Hour Training, refreshed 1998
OSHA 8-Hour Supervisors Training, 1998
National Archives and Records Administration Research Seminar, July 1995
PRP Search Report Training, 1987 and 1992
PRP Search Report Audit Training, 1988
Cost Recovery Training, December 1989
Technical Writing Course, July 1987

**SHANNON ALVIS
AARCHER, INC.**

Project Assignment: Environmental, Health, and Safety Compliance Specialist

Education: 1999/B.S./Environmental Biology
National Safety Council/Delegate for the Advanced Safety Certificate

Years Experience: 4

Ms. Alvis is an environmental and safety compliance specialist experienced in performing compliance assessment and environmental management support for universities, manufacturers, and Federal facilities.

Basis for Team Selection:

- ✓ Current knowledge of environmental and safety regulations and experience conducting compliance audits of Federal facilities
- ✓ Experience analyzing changing regulations and preparing annual environmental reports
- ✓ Hazardous materials and hazardous waste management expertise

SAMPLE EXPERIENCE:

Environmental Compliance and Facility Management

Directly responsible for assessing the regulatory compliance of 200 science, engineering, and research laboratories at a major midwestern university to ensure compliance with OSHA and State regulations.

Performed environmental and safety inspections for hot-work locations for a large university. Accountable for all hot-work permits issued. Maintained material safety data sheets (MSDSs) for all chemicals on campus and any chemicals used in research at Wright Patterson Air Force Base by university employees. Tracked hazardous waste at the University, including the handling and removal of all biological waste from medical offices and laboratories.

Responsible for developing, implementing, and managing an environmental health and safety program at a major paint manufacturer. Accountable for writing safety programs to comply with OSHA regulations and for training employees on OSHA, EPA, and DOT regulations. Developed inspection reports and performed inspections for compliance with OSHA, EPA, and DOT. Led an effort to organize the hazardous waste management plan by soliciting proposals for annual waste removal. Identified and implemented pollution prevention opportunities to minimize waste generation changing the facility hazardous waste generator status from a single Large Quantity Generator (LQG) to two Small Quantity Generator (SQG) sites and one Conditionally Exempt Small Quantity Generator (CESQG) site.

Performed more than 100 multimedia compliance assessments for Bureau of Land Management (BLM) facilities in 12 states. Assessed facilities for compliance with OSHA regulations, CAA, RCRA, FIFRA, SDWA, SARA, SPCC, Solid Waste, TSCA, and USTs. Prepared compliance reports that included all regulatory citations, detailed discussions of applicable requirements, and a series of recommended corrective actions. Presented briefings to BLM Management regarding all assessment results.

Active Registration: National Safety Council
American Society of Safety Engineers

**KATHERINE VOLLMAYER
AARCHER, INC.**

Title: Environmental and Safety Compliance Specialist

Education: 2001/B.S./ Pulp and Paper, Environmental Engineering

Years Experience: 3

Ms. Vollmayer is an environmental and safety compliance specialist specializing in compliance troubleshooting, environmental management support, and wastewater systems design.

Basis for Team Selection:

- ✓ Current knowledge of environmental regulations and experience conducting compliance audits of Federal facilities
- ✓ Experience analyzing changing regulations and preparing annual environmental reports
- ✓ Hazardous materials and hazardous waste management expertise
- ✓ Experience identifying pollution prevention opportunities

SAMPLE EXPERIENCE:

Environmental Compliance

Performs multimedia compliance assessments for Bureau of Land Management (BLM) facilities nationwide. Assessments include identification of compliance deficiencies, state and local regulatory research, facility manager training, and post-assessment technical support. Prepares compliance reports that detail regulatory citations, discussions of applicable requirements, and a series of recommended corrective actions.

Performed internal environmental compliance assessments and supported manufacturing process controls for a paperboard manufacturer. Additionally, performed water sampling and testing, and evaluated water treatment systems, including sand filter, gravity settling flocculation, and precipitation systems. Conducted water testing to track the effects of seasonal and process changes to meet NPDES requirements.

Trained by research associates for the National Council of Air and Stream Improvement in water regulations including CWA, RCRA, CERCLA, SARA, and CAA.

Research and Design

Performed bench scale wastewater treatment research in flocculent, hindered, and compression settling; oxygen transfer; and biological growth. Completed the design of a virtual integrated sludge treatment system. Conducted bench scale research in solid waste management and air pollution control, involving landfill, composting, incineration, centrifugal cleaners, and scrubbing systems.

Designed water balance program for a 400 ton per day paperboard manufacturer, including mill and power plant, to determine effluent flow to process and noncontact sewers. Results were used to redirect noncontact water in water conservation project and search for sources of chlorine in outgoing noncontact water.

Designed ergonomic industrial workstations and accessories.

Chemical Engineering

Extensive chemical and process engineering background, involving process control, material and energy balance,

super-heated steam, heat transfer, fluid dynamics, project design and presentation, equipment sizing, cost estimation, finance, and knowledge of physical, organic, carbohydrate, and water surface chemistry.

Hazardous Materials

Provided hazardous waste disposal support for select counties in Colorado, including hazardous waste classification, separation, and consolidation; and DOT placarding of lab packed hazardous waste for shipping.

Active Registration: Rocky Mountain Association of Environmental Professionals

Active Certifications: 2002/80-hour Hazardous Waste Operations,
2002/Confined Space Entry,

**SHERRI MARSH
AARCHER, INC.**

Title: Architectural Historian

Education: 1989/B.S./Textile Chemistry/History
1994/M.A./Urban Affairs & Public Policy/Historic Preservation/Museum Studies

Years Experience: 10

Ms. Marsh has more than ten years experience in the fields of historic preservation, architectural history, and cultural resource management. Ms. Marsh is also an instructor in the Historic Preservation program at Goucher College. Professional projects include county, town, and thematic architectural surveys; National Register and National Historic Landmark evaluations and nominations; historic structures reports; HABS/HAER documentation (levels I, II, and III); and preservation plans. Ms. Marsh has served as project manager and authored reports for many NHPA and NEPA compliance projects.

Basis for Team Selection:

- ✓ Qualified Professional per the The Secretary of the Interior's Historic Preservation Professional Qualification Standards
- ✓ Wide range of cultural resources experience, including experience coordinating with the Pennsylvania SHPO
- ✓ Managed intensive-level architectural surveys and NHPA compliance projects for clients that included U.S. Army, Navy, Coast Guard and Corps of Engineers

SAMPLE EXPERIENCE:

Cultural Resources Consulting, Mid-Atlantic Region

Engaged in a wide variety of architectural research, historic preservation, and historic preservation law compliance projects. Specializes in Chesapeake Tidewater vernacular architecture of the early 18th through early-20th century period. Researched and documented a wide variety of historic resource types, including domestic, agricultural, commercial, fraternal and civic buildings, as well as bridges, roadways, fortifications, and industrial works.

Major projects include an on-going preservation services contract with Anne Arundel County, Department of Planning and Code Enforcement. This multi-phase project involves updating and expanding the Anne Arundel County Inventory of Historic Properties and completing the necessary Maryland Historical Trust documentation associated with inventory listing.

Other projects include working in consultation with the state historic preservation offices (SHPOs) on NEPA and NHPA compliance projects, including Determinations of Effect on capital improvement and telecommunications tower construction initiatives. Other contracts include preparation of National Register Determinations of Eligibility reports, and National Register Nominations.

Architectural Surveys and NEPA Compliance Documentation, Mid-Atlantic Region

Project Manager and Principal Investigator responsible for managing intensive-level architectural surveys and NHPA and NEPA compliance projects for clients that included U.S. Army, Navy, Coast Guard and Corps of Engineers; departments of transportation in Maryland, Delaware, Pennsylvania; and Virginia; and a variety of private sector land development firms. Supervised field investigations, conducted research, and authored reports including numerous Section 106 and 110 reviews, Environmental Assessments and Environmental Impact Statements and National

Register nominations. Studies included a wide variety of commercial, military, industrial and domestic architectural resources throughout the East Coast, mid-west and Caribbean. Prepared budgets, scopes of work, and proposals and made presentations to clients and public.

Center for Historic Architecture and Engineering Research, University of Delaware, Newark, Delaware

Project and field team director for the Maryland and Delaware *Threatened Building Surveys*, conducted in association with the SHPOs of those states. Projects involved the intensive level documentation of dozens of domestic, agricultural and industrial resources in accordance with HABS/HAER standards, including photographs, annotated field notes, and ink-on-mylar drawings. Supervised fieldwork and was primary author of a variety of technical reports. Other major projects involved the survey and evaluation of 187 University of Delaware buildings as part of a University of Delaware comprehensive historic preservation plan.

Active Registration: Instructor, Goucher College Historic Preservation Program
Vice-Chair and Board of Directors member, Anne Arundel County Trust for Preservation
Member, Annapolis History Consortium

Select Publications, Papers

An Iconoclast's View of the Colonial Landscape, presented at the U.S. Naval Academy; a meeting of the 17th Century Dames; and Lost Towns of Anne Arundel Project, all in Annapolis, Maryland.

2001 Strategies for Archaeological Review and Protection in local Government, session moderator. Preservation Maryland's, Preservation and Revitalization Conference, Annapolis, Maryland.

The Julius Rosenwald Legacy, paper presented at the American Association for State and Local History conference, Baltimore, Maryland.

Marsh, Sherri with Jason Moser and Al Luckenbach. Impermanent Architecture in Less Permanent Towns: London Town and Providence, presented at the 1998 Vernacular Architecture Forum conference, Annapolis, Maryland. (Selected for publication in Perspectives in Vernacular Architecture, volume IX).

Sherri Marsh, contributing author 1998. Architecture in Annapolis: A Field Guide, published by the Vernacular Architecture Forum and the Maryland Historical Trust Press, Crownsville, Maryland.

Moser, Jason with Sherri Marsh. 1998 Interpreting Impermanent Architecture in Less Permanent Towns, paper presented at Society for Historical Archaeology, Atlanta Georgia and Mid-Atlantic Archaeology Conference, Cape May, New Jersey.

Marsh, Sherri et al. 1993 A Guide to Private Fortunes, Edited by Catherine Her, The Taft Group, Detroit, Michigan.

Marsh, Sherri et al. A Guide to Recent Fortunes, Edited by Margaret Maggard, The Taft Group, Detroit, Michigan.

**PETER L. MENTIS
JOHN J. MCMULLEN AND ASSOCIATES**

Title: Environmental Systems Manager

Education: 1970/B.S./ History-Education
1978/M.S./Logistics Management

Years Experience: 10

Mr. Mentis has over 10 years experience in the logistics management of hazardous material and hazardous waste and has trained numerous installation personnel in hazardous material/hazardous waste business practices and the operation of the Hazardous Substance Management System (HSMS). He is very knowledgeable of Occupational Safety and Health Administration (OSHA) regulations pertaining to hazardous material and hazardous waste. He is also very knowledgeable of Environmental Protection Agency (EPA) regulations and frequently consults with clients on issues related to EPA compliance and reporting. He provided project management support to the EPA in development of the National Environmental Information Exchange Network. He has over 30 years of program and logistics management experience both in Department of Defense and as a consultant. He has corporate project and program management, as well as, direct client consulting experience, including formal and on-the-Job training. His military experience includes assignments from platoon level to Office of Secretary of Defense.

Basis for Team Selection:

- ✓ Involved with the development of the HSMS software almost from inception, including initial modeling of the DoD hazardous substance business practices and evaluation of systems to select the initial DoD HSMS system
- ✓ Extensive high-level management experience of HSMS implementation at DoD facilities
- ✓ Military experience as an enlisted Army Officer

SAMPLE EXPERIENCE:

Hazardous Material Management Program

As Project Manager, responsible for project management for development of the Army Hazardous Material Management Program (HMMP). Responsible for functional input to, and implementation of, the Department of Defense (DoD) Hazardous Substance Management System (HSMS) at Army installations and facilities of other military services. Project management support included analyzing and drafting Army HMMP policy procedures and presenting proposals to Headquarters, Department of the Army. Implementation support includes consultation with installation personnel on hazardous material (HM) and hazardous waste (HW) business practices; OSHA and EPA compliance and reporting issues; logistics management as it relates to the hazardous material/waste; and formal and on-the-Job training of installation personnel on the HM/HW business practices and the operation of the Hazardous Substance Management System (HSMS).

As a representative for the Army, participates in DoD-wide HSMS system change reviews and development of new HSMS software for the Army Environmental Center. Also supports EPA's Office of Environmental Information in the development of a National Environmental Information Exchange Network. Participated in project management support for the Environmental Protection Agency (EPA) National Environmental Information Exchange Network.

Analyzed hazardous material and waste business practices to develop Army-wide HMMP policy, procedures, responsibilities, reporting metrics, and business practices from the Army Secretariat to the unit level.

Responsible for all aspects of Army HSMS implementation including scheduling work, providing briefings to installation working groups, Garrison Commanders, and Major Commands (MACOMs); supervised personnel, and developing and reviewing contract deliverables.

Represents the Army Environmental Center (AEC) as an Army team member at Defense Environmental Information Technology Management (EITM) HSMS software development and system change request review sessions.

Involved with the development of the HSMS software almost from inception, including initial modeling of the Department of Defense (DoD) hazardous substance business practices and evaluation of systems to select the initial DoD HSMS system.

Logistics

As a Senior Logistician and Project Manager, responsible for providing functional review, analytical, and planning support to the Defense Environmental Security Corporate Information Management (DESCIM) office for environmental automated systems. Conducted short and long term analysis of U.S. Army logistics and hazardous material policy and procedures. Supervised other analysts and conducted marketing efforts to potential clients.

In addition, led 6 environmental specialists in determining functional requirements, analysis, and selection of migration and target systems and planning the integration and implementation of selected systems throughout the DoD. Systems included water, air, hazardous material, hazardous waste, remediation, environmental projects, and reporting. Project manager for DoD Hazardous Substance Management System (HSMS).

Provided general environmental and regulatory support for DESCIM Programs Office.

Coordinated group sessions to evaluate effectiveness of programs developed and target areas needing improvement.

Performed Project Manager duties including tasking and scheduling of personnel, managing project milestones, monitoring project funding, and other personnel actions. Prepared monthly and other periodic project status reports and briefings.

At the U.S. Army Office of the Deputy Chief of Staff for Logistics (ODCSLOG), was the Principle analyst and author of the "Hazardous Materials Tracking System Analysis." The Army and DoD used this thorough analysis to shape hazardous material tracking and as a guideline to improve the ODCSLOG environmental program. Study effort received Army-wide recognition. Principle analyst for Army shelf-life policies and procedures analysis. Authored recommended changes that would result in reduced storage requirements and significant reductions in shelf-life expiration disposal. Contributing analyst to the logistics portion of the Army 2000 study, the Army's effort to plan for and establish a streamlined force for the new millennium.

Military Duties, Department of the Army, Regular Army Officer, 1970-1991

Security Assistance Country Director: Responsible for multi-million dollar security assistance programs for Cyprus, Canada, Finland, France, Greece, Luxembourg, Malta, Portugal, Sweden, and NATO.

Logistics Staff Officer (Pentagon): Staff level responsibility for U.S. Army supply policy and procedure and operational oversight of Army installations, units, and activities. Provided staff supervision over wholesale and retail inventory initiatives for the U.S. Air Force.

Site Commander: Responsible for storage and maintenance of 32 unit sets of Army prepositioned equipment at a European location. Responsible for facility and equipment maintenance, utilities, and commercial leases. Supervised a 300 person multi-national workforce.

Chief of Supply: Managed and accounted for U.S. Army prepositioned equipment throughout Europe and operated the supply support activity supporting prepositioned equipment. Supervised a 195 person multi-national workforce.

Logistics Analyst: Conducted logistics research studies at the U.S. Army Logistics Management College.

82d Airborne Division Platoon Leader, Unit Commander, Petroleum Officer, Staff Officer: Responsible for training of soldiers, combat readiness, material readiness, requirements determination, procurement actions, material and troop transportation, and policy and procedures at the platoon, company, brigade and division levels.

Aide-de-Camp and Military Advisor, U.S. Military Advisory Group-Laos: Provided day-to-day administrative support to the commanding general and participated in advisory training.

Repair Parts Officer, Thailand: Responsible for the receipt, identification, storage, inventory, issue and turn-in of military equipment repair parts in support of U.S. Forces.

Publications

"Hazardous Materials Tracking System Analysis," sponsored by Department of the Army, Deputy Chief of Staff For Logistics

Registration and Training: Association of the United States Army (AUSA)
Member of The Reserve Officer Association (TROA)

DAVID A. LEWIS
JOHN J. MCMULLEN AND ASSOCIATES

Title: Environmental Scientist

Education: 1997/B.A./Environmental Science

Years Experience: 6

Mr. Lewis has over 5 years of experience as an Engineer specializing in hazardous material and hazardous waste management, reporting, and database maintenance. Since 1998 he has been the on-site project officer for the implementation of the Department of Defense hazardous material tracking and inventory program at various Naval activities.

Basis for Team Selection:

- ✓ Practical, in-depth experience implementing and maintaining HSMS systems at DoD facilities and providing training to DoD personnel on HSMS and Crystal Report
- ✓ Provides onsite HSMS resource management, personnel management, scheduling, interfacing with activity personnel, and reporting
- ✓ Extensive experience using Crystal Report

SAMPLE EXPERIENCE:

HSMS

Responsible for the implementation of the DoD's Hazardous Substance Management System (HSMS) program and software at Navy activities, including: Implementing business practice changes to better conform to program specifics; Facilitating data transfer between base legacy systems and HSMS; Providing Crystal Reports and functional HSMS training to activity personnel; Assisting the activity in compliance with current environmental regulations and reporting requirements; Creating and maintaining the company's Crystal Report library; Troubleshooting, correcting and optimizing database performance in an Oracle environment.

As a Project Officer, responsible for on-site resource management, personnel management, scheduling, interfacing with activity personnel, and reporting.

Provides on-site HAZMINCEN management/oversight and activity ESH advisory services. Also conducts training on Crystal Reports and functional Hazardous Substance Management System (HSMS) for activity personnel.

Responsible for integration of HSMS with other activity-wide systems, including dynamic, real-time connectivity with Geographic Information Systems (GIS) to enhance emergency response capabilities. Personally briefed these capabilities to the Deputy Under Secretary of Defense (Environment) and Deputy Assistant Secretary of the Navy (Environment).

Routinely assists with activities to ensure facility compliance with current environmental regulations and reporting requirements. Creates and maintains the company's Crystal Report library.

Hazardous Materials Management

Implements hazardous material/hazardous waste (HM/HW) business practice changes to better conform to program specifics at DoD facilities. Creates and manages facilities' HM web sites and site structure. Conducts troubleshooting, correcting, and optimizing database performance in an Oracle environment.

Conducts HM and Environmental Safety and Health (ESH) site surveys and business case analyses. Establishes HM Authorized Use Lists to limit the types of hazardous material on-site to support operational and maintenance requirements.

Assigns and develops process algorithms for identifying waste streams and tracking chemical constituents. Using HSMS and other available data to establishing baselines and to track, measure, and report source reduction progress.

Ensures that Material Safety Data Sheets, Personal Protective Equipment, and training are provided to satisfy OSHA-related requirements.

Pollution Prevention

Develops Pollution Prevention Plans to meet targeted goals through changes to input material, technology, and operating practices.

Monitors inventories and releases, and tracking transfers of targeted chemicals on a real-time basis. Prepares Emergency Planning and Community Right-to-Know Act (EPCRA) Tier II and Form R/TRI reports, and provides follow-up assistance.

Presentations

Advanced Applications in a Mature HSMS Database:

Navy P2 Conference- July 2002

Joint Services P2 Conference- August 2002